

Upskill 1-Year Anniversary: Commitment Updates

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AARP Foundation

Over the past year, over 1,000 workers over 50 years of age received training, with one-third of all trained receiving credentials for in-demand skills like medical coding, information technology, and accounting. To expand Upskill, the AARP Foundation will launch a new initiative to help thousands of hourly wage and frontline older incumbent workers to attain degrees and credentials through online learning.

Association for Career and Technical Education (ACTE)

ACTE initiated a series of activities on Registered Apprenticeship throughout the year. At this year's CareerTech VISION Conference, the largest annual gathering of career and technical education (CTE) professionals, attendees were encouraged to attend the Career Pavilion which included apprenticeship information from several participants. The conference also included several concurrent sessions focused on apprenticeship topics. ACTE promoted National Apprenticeship Week through social media posts and significant page space on its website home page. A new issue of ACTE's "Taking Business to School" series focused on a successful manufacturing apprenticeship program that is helping more students identify a pathway to career and economic success.

AHIMA

In 2015, AHIMA, a leader in Health Information Management (HIM), has committed to work with the Department of Labor to expand their existing Apprenticeship programs to meet the growing demand for healthcare information occupations, including Hospital Coder, Clinical Documentation Improvement Specialist, Business Analyst and Data Analyst. AHIMA's expanding use of Apprenticeship in HIM occupations and willingness to promote its growth in the Healthcare Industry includes commitments to promote Apprenticeship via videos, blogs, convenings and other outreach opportunities. AHIMA has also committed to sharing best practices to promote their replication across the healthcare industry.

ALCOA

Since their initial commitment, Alcoa Foundation has made grants of \$75,000 to six community colleges in Alcoa communities to launch or improve manufacturing-relevant programs. Alcoa has also continued to promote apprenticeships, including hosting facility tours for local high schools over Apprenticeship Week.

Amali Restaurant

Over the past year, Amali Restaurant has adjusted its compensation practices to reward employees for their tenure with the restaurant and competencies. Amali continues to focus on promoting from within, as well as giving frontline workers the opportunity to travel internationally to learn about local wines and cuisine.

Anthem

Soon after the Upskill Summit, Anthem launched a partnership with College for America in June 2015. In less than a year, Anthem has enrolled more than 1,500 associates in College for America, with 53 graduates. One in five graduates has already been promoted or transferred into higher-paying positions. Approximately 37,000 Anthem associates stand to directly benefit from Anthem's its College for America partnership. Moving forward, Anthem recently implemented a free, online program within the company learning portal, Anthem Learning Network, which

provides over more than 50,000 associates access to study over more than 1,000 courses and exams with the goal of obtaining any of 100 professional certifications in project management, information technology, security, human resources and Microsoft.

ASI System Integration

Over the past year, nearly 200 PC Technicians participated in ASI's Master Technician Training and Technical Foundation Building program (MTTTFBP), and two-thirds of these technicians have received credentials. About two in five of those who participated in training are now in higher-paying roles as a result. Moreover, ASI System Integration has recently started a free training to upskill people without tech backgrounds into more technical roles. This free training has turned out to become so successful that it has a waiting list of 3 months long.

AT&T with Udacity

Thanks to the partnership established at the Upskill Summit between AT&T and Udacity, over 550 Udacity students are receiving training from Year Up and other support programs, including Girls Who Code, Jobs for America's Graduates, Communities in Schools, and Dallas Community College District. AT&T has committed to offering paid internships for 100 Udacity Nanodegree graduates and is currently working to identify and place candidates into meaningful roles.

Austal USA

In 2015, Austal USA will establish a systematic job rotation plan, a leadership training program, and two new welding training programs. The job rotation plan will enable the cross training of more than 2,000 frontline workers, the leadership training program will afford more than 350 workers the opportunity to move into leadership positions, and the welding training programs will position Austal's current welding pool of nearly 500 to expand their career opportunities. These new programs will build on Austal's ongoing commitments to its workers: the manufacturer has served more than 2,000 workers through a variety of training and support programs. It has partnered with local high schools, community colleges, and other manufacturers in order to align the region's training curricula and array of industry-recognized credentials.

AXA Equitable Life Insurance Company

AXA Equitable Life Insurance Company (AXA) is using innovative digital technology to help identify and expand professional opportunities for our current employees. We are using a data insight approach and "gamification" to identify employee strengths and professional potential. This spring, approximately 3600 AXA employees, entry-level and above, will be encouraged to play a mobile game developed to help identify professional potential. Participants will receive a report indicating their strengths—information which they can use to access professional development opportunities and guide their pursuit of additional skills needed for the future.

Bank of America

Bank of America has furthered their Upskill work since last year's Summit by introducing a new learning tool in January 2016. This interactive and diverse library of e-learning content includes courses, books, articles and videos, with modules targeted to help employees enhance their business acumen and skills to advance into management or leadership roles. Home and mobile access capabilities also make it easier to learn on employees' own schedules. In the 4 months since launch, employees have completed more than 50,000 career development activities.

Barton Malow

In 2015, Barton Malow has created, and is currently in the process of implementing an advanced apprenticeship program and an emerging-leaders training. Through these programs, the company is investing in its future leaders and developing their skills and knowledge. Barton Malow invests in both on-the-job and off-the-job formal training programs to grow the skills of its frontline workers. This education provides skills that not only enable frontline workers to excel in their current trade or responsibility, but also prepares them to transition to management or administrative roles in the company.

Belcan Corporation

Belcan Corporation has developed training and support programs, which it has since shared with other area manufacturers at the Advanced Manufacturing Employer Partnership (AMEP) quarterly meetings in which Belcan Corporation is a member. The AMEP is co-lead by the Connecticut Center for Advanced Technology and Capital Workforce Partners, and chaired by the President of Phoenix Manufacturing. The company is committed to provide a path out of poverty for the low skilled underserved residents of Greater Hartford through job development and meaningful employment and has partnered with these local agencies; The Open Hearth serving homeless men, Hartford Job Corps serving young adults and Journey Home's Homeless Veterans' Reintegration Program serving veterans.

BEST Corp., Hospitality Training Center

Thanks to the Pre-Apprenticeship Program established as a result of our Upskill commitment, 17 students have received industry-recognized pre-apprenticeship certificates from the US Department of Labor, which are expected to double their income within the year. With the support of a \$250,000 grant from Governor Charlie Baker, the company will launch a training site in Dudley Square, Roxbury in summer 2016. Today, we are also expanding our commitment to Upskill by working with Boston Mayor Walsh's Office of Workforce Development (OWD) and community colleges to make the BEST Corp. Room Attendant Training Program curriculum eligible for college credit within the next year. Tuition costs for Apprentices will be paid through the OWD and private funders.

Beth Israel Deaconess Medical Center

As a part of Beth Israel Deaconess Medical Center (BIDMC)'s commitment to innovative promotion practices, BIDMC has moved to an online performance review system and added tools to encourage career conversations between employees and managers during the annual reviews. As a result, 97% of employee performance reviews were conducted on time and the number of employees taking advantage of BIDMC's career development services increased by 47%. Over the past year, BIDMC has also expanded training options available to frontline employees, which include: (1) its first-ever Billing Pipeline Program, which trains employees how to contact insurers and verify that bills are correct according to insurance payer requirements, and which guarantees graduates jobs in BIDMC's billing department; (2) a new program to hire and train certified nursing assistants to work as Patient Care Technicians at BIDMC, learning acute care skills, earning more money, and accessing BIDMC's career development programs; and (3) offering more frequent career development workshops, including informational interviewing.

Black Star Co-op Pub and Brewery

Black Star Co-op Pub and Brewery has provided training in financial literacy, decision-making and leadership to 20 percent of new management employees over the past year. Black Star has also adopted a hiring wage, which goes up to \$13.10 an hour after employee passes as 90-day trial period.

Boston Centerless

Since it became available last year, BC Academy has provided online training in workforce development such as lean manufacturing, change management, leadership and sales skills to 40 employees. Two have been promoted into positions of higher responsibility, and 20 percent have received raises as a result of their participation.

Bühler Inc.

Bühler has currently 27 apprentices enrolled across its locations in Minneapolis, MN, Holland, MI and Raleigh, NC. Of the five apprentices who graduated in July 2015, all five have stayed on in full-time positions at Bühler, earning up to \$23 per hour. To spread the word about apprenticeships, Bühler has attended recruiting events at nearly 50 high schools and attended over 30 career fairs across North America. As part of Apprenticeship Week, Bühler hosted an open-house event, which more than 30 people attended. Bühler is also providing US apprentices with international exposure, by sending two apprentices per year to headquarters in Uzwil, Switzerland. At the location Bühler Minneapolis, MN five apprentices will graduate in July 2016 and six new apprentices will start in August; plus 5 new apprentices start the program in Holland, MI in September 2016.

C.A. Hull Co., Inc.

In 2015, C.A. Hull Co., Inc. plans to pair its internal training processes with a targeted mentorship-training program to improve candidate completion and success. This mentorship training program that will prepare some of its journeymen to mentor its On-The-Job-Trainee (OJT) apprentices during the construction season. In the initial meetings, apprentices will be asked to list their goals and plan for achieving those goals with their mentor. The subsequent sessions will consist of the mentors following up with their apprentices, to answer questions and hold them accountable to the goals they set earlier in the season.

California Labor Federation

The California Labor Federation and the State Building and Construction Trades have launched six pre-apprenticeship programs in the state of California, which have prepared 120 job seekers for apprenticeships in the building and construction trades in the past year. These Multi-craft Core Curriculum (MC3) pre-apprentice programs, developed by the North America's Building Trades Unions (NABTU), facilitate skill-building for entry into 24 different apprentice crafts. Two more pre-apprentice programs will come on line this summer.

California Long-Term Care Education Center

Over the past year, the California Long-Term Care Education Center (CLTCEC) has provided training to over 3,400 In-Home Supportive Services (IHSS) workers on a 61 hour curriculum for enhanced roles, fulfilling its Upskill commitment. This training resulted in reduced Emergency Room visits and hospitalizations to consumers they care for. CLTCEC also increased the number of workers trained in the past 18 months to 4,100.

Campbell Soup Company and Pepperidge Farm

As a result of its Upskill commitment, Campbell Soup Company has registered a Production Technician Apprenticeship Program and has formed a new partnership among local community colleges at three of their manufacturing facilities. During the National Apprenticeship Week, Campbell Soup Company also partnered with Robeson Community College on a two-day event, which included a lecture series on success stories and open houses of Robeson Community College's career centers and advanced manufacturing labs.

Capital One

Since the launch of Capital One's Future Edge initiative last spring, Capital One has invested more than \$30 million of a 5-year, \$150 million investment to help more American workers and entrepreneurs get the skills, tools and resources they need to succeed in the 21st century. In addition to their work with Udacity, Capital One issued the Future Edge Digital Literacy Challenge: a free curriculum designed to equip Americans from nontraditional backgrounds with the digital skills they need to fill middle-skill jobs—which typically require less than a college degree and pay above the national living wage.

Carpenters' District Council of Greater St. Louis & Vicinity Joint Apprentice Program

Carpenters' District Council of Greater St. Louis & Vicinity Joint Apprentice Program, an affiliate of the United Brotherhood of Carpenters in St. Louis, Missouri, will offer opportunities to upskill frontline workers through a new pre-apprenticeship program for two long-term public and private projects in the region. This multi-trade effort to build diversity is known as the BUD (Building Union Diversity) program. Both of the aforementioned construction projects have participation goals for non-traditional workers. To meet these goals, seven construction unions, in collaboration with their respective management association partners, local community college and university, faith- and community-based organizations, local and state workforce agencies designed a pre-apprenticeship training program to serve the needs of women, people of color, and workers on the economic margins. Starting in April, 20 new pre-apprentices will start the BUD program. The pre-apprenticeship program will run for another three rounds over the remainder of the year.

CDW

In 2015, CDW hired 539 Account Managers. Of those who started the program, 81 percent completed the program, 97 percent graduated and 92 percent have been promoted to higher-paying, higher-responsibility roles. CDW's training content is focused on systems, enhanced selling skills and increasing the new hire's technical competency. CDW will continue its commitment to Upskill with a continued focus on developing, delivering, and updating top sales training programs.

Cengage Learning

Over 5,000 McDonald's and Wal-Mart employees to-date have completed at least one Cengage Learning online workforce course. Cengage Learning's Career Online High School is the first fully accredited U.S. online training provider that issues high school diplomas and entry-level workforce certificates to qualified graduates. To further increase employee participation, Wal-Mart and McDonald's will both be launching national campaigns. McDonald's is making the program to all eligible employees in both company-owned and franchise stores. Walmart

employees are eligible to participate on their first day of work. By 2017, Cengage Learning aims to announce partnerships with several additional major U.S. corporations.

Chipotle

Since the expansion and promotion of Chipotle's tuition reimbursement program in July 2015, more than 1,200 Chipotle employees have received some level of tuition reimbursement. The company also reports improved recruiting outcomes as a result of their program. For 2016, Chipotle projects that the number of employees receiving tuition assistance will almost double.

Civil Service Employees Association

Civil Service Employees Association (CSEA) operates a benefit fund in New York State for more than 525 CSEA affiliates represented local government units, school districts, libraries, and public authorities. In 2015 it will expand the work it is currently doing in partnership with the Office of Children and Family Services to deliver upskilling opportunities to home-based child care providers. CSEA will develop and deliver trainings that will assist providers in meeting state and federal requirements for health and safety training. Upon completing these trainings, these providers will become eligible for an increased reimbursement rate. CSEA will also offer tuition assistance and mentoring for providers enrolled in associates, bachelors or master's degree childhood development programs. Research demonstrates the efficacy of utilizing peer mentors to ensure workers enroll and complete upskilling programs. CSEA will also make upskilling opportunities available on Saturdays and make sure training locations in urban areas are close to public transportation options.

CMT

Working closely with 25 rural-serving community colleges in 17 states, CMT (Country Music Television) has continued to execute its grassroots events series aimed at inspiring individuals to further their education. Over the past year, partner community colleges have seen enrollment increases following the CMT events, keeping the program on track to achieve the target of increasing the number of residents achieving postsecondary credentials in these rural communities by about 600 people in total (or two percent).

CN Hotels

CN Hotels is establishing a new English and Spanish language training program with initial pilot programs taking place at the Comfort Inn Wendover. This is building on the feedback received by staff to better enhance and empower staff in the areas of team unity. This furthers building and job progression in a company featuring over 20 hotels and over 200 associates.

COLORS Restaurant

The nationwide COLORS restaurant worker co-op incubation model is fully implemented. To raise pay for frontline restaurant workers, COLORS eliminated lower wages for tipped workers in support of One Fair Wage.

Cox Machine, Inc.

Cox Machine, Inc. has committed to participating in RAPID, Kansas's proposed American Apprenticeship Initiative program, which will be run by Workforce Alliance of South Central Kansas. Cox intends to develop an apprenticeship program for the Quality Control/Assurance Technician and then potentially expand the program to other occupations. Cox also plans to add

20-50 employees over the next two years. Since learning of WIOA, Cox has been interested in developing an incumbent worker promotion program and then working with the Workforce Alliance to ‘upskill and backfill’ its workforce with more frontline workers. All of this will build on Cox Machine's existing commitments to its frontline workers, which include on-site training to employees, working with community organizations to recruit new hires with limited experience, and providing significant on-the-job training.

Culinary Academy of Las Vegas

Culinary Academy of Las Vegas is a labor-management partnership between the Culinary Union 226, Bartenders Union 165, and 27 major properties on the Las Vegas Strip. Employer contributions to a training trust fund support the classes offered by the Academy. The Academy will leverage federal funding streams through close partnerships with community agencies to retrain hospitality workers who have been laid off, ensuring that they have the updated vocational and employability skills necessary to compete for current openings. This includes a customized English language class for employees of an employer partner that is closing its doors and a new fountain worker training class to expand the employment opportunities of other laid-off or frontline workers. To date, the Academy has trained more than 40,000 workers.

CVS Health

As a result of CVS Health's commitment to double its number of apprenticeships from 1,500 to 3,000 over five years, more than 800 individuals received apprenticeship-related instruction and training in South Carolina, Michigan, and Indiana over the past year. All trained individuals received credentials and are now in higher-skilled positions. Moving forward, CVS Health will develop or expand Registered Apprenticeship programs in Michigan, Arkansas, Missouri, Rhode Island, Texas, and Wisconsin.

Daimler Trucks North America

At Daimler Trucks North America (DTNA), we have successfully begun matching potential employees to positions and career paths to which they’re uniquely suited. Since last year, we have effectively run a pilot capacity survey in our HR department, began a “project marketplace” to stimulate professional growth, and used gamification in the recruiting of lower level positions, both blue and white collar.

Dartmouth-Hitchcock Health Systems

Since the program began, Dartmouth-Hitchcock has trained over 130 Registered Apprentices. All apprentices receive college credit for their pre-apprenticeship and apprenticeship work. Those apprenticing to be medical assistants, pharmacy technicians, and medical coders have a 100% pass rate on their respective national certification exams – significantly exceeding the national rates for each test. As a result of these programs, Dartmouth-Hitchcock has created new supervisory roles to advance employees, while providing additional leadership/manager training. Over the past year, Dartmouth-Hitchcock has scaled from one location to all Community Group Practices, located throughout NH and VT, as well as affiliate hospitals.

Deloitte Consulting LLP with The Aspen Institute

Upon finalizing the “Guide to Upskilling America’s Frontline Workers” in April 2015, the Deloitte team focused on distributing the handbook and its key messages throughout the market and Deloitte’s client base across the U.S. To do this, they spoke with the White House National

Economic Council, US Department of Education and US Department of Labor on a follow-up webinar attended by over 1700 business executives, focused on the business case for Upskill and available resources from the federal government.

Dimo's Pizza

Since Dimo's Pizza committed to upskill last year, the company has made great strides in financial literacy training and employee wellness. Dimo's Pizza has started a new class for all employees to learn about basic finance and how their performance contributes to the financial well-being of the restaurant. This year, Dimo's also launched a digital employee recognition and reward platform to encourage peer-to-peer positive feedback, which has increased employee engagement. To date, over 50 employees have benefited from additional training, and 35 have earned credentials.

Discover

Discover Financial Services is undertaking two large-scale pilot projects aimed at increasing front-line employee's compensation. These pilot programs are designed to help Discover understand how increased compensation can drive the upward career mobility of its employees with a goal to provide compensation that both rewards employees and incentivizes accelerated job progression. Also, Discover is piloting two separate programs to help employees take advantage of educational offerings at local universities. In one program, Discover has worked with a local university to align its professional development offerings so that front-line employees can get college credit for Discover-provided leadership and professional development credits. The hope is that this will lower the overall cost of obtaining a local college degree and encourage more employees to enroll in Associate and Bachelor's degree programs. In the second pilot, Discover is expanding tuition reimbursement programs by raising the annual reimbursement cap with a goal to help decrease barriers that prevent front-line employees from seeking associate and bachelor's degrees. Employees enrolled in this pilot program are provided additional scheduling flexibility to help ensure that they can study, complete homework, and attend classes while still employed as full-time employees at Discover. Also, Discover is also partnering with Pearson Learning to offer an online English as a Second Language (ESL) program.

District 1199C Training & Upgrading Fund

District 1199C Training & Upgrading Fund is a labor management partnership in southeastern Pennsylvania and southern New Jersey affiliated with District 1199C, National Union of Hospital and Health Care Employees, AFSCME. Over the next two years, the partnership will upskill 5,000 incumbent workers affiliated with District 1199C as well as job seekers and special populations not covered by the union, including individuals with criminal histories, immigrants, people with disabilities, and the long-term unemployed through several initiatives. The partnership will implement new apprenticeship and pre-apprenticeship programs in a variety of occupations including community health care, advanced home care, medical coding, and behavioral health for a total of 50 apprentices from the ranks of employed and unemployed workers. The partnership will also begin a new TANF training project for 80 participants that will integrate basic academic/literacy, technical, work-readiness and other occupational skills training within the nurse aide and childcare career pathways. Participants completing this program will be able to realize full-time employment and long-term career growth. In addition, the fund will expand work-based learning opportunities that lead to entrance in pre-

apprenticeship and apprenticeship programs, technical and postsecondary programs, and employment for 450 in-school and out-of-school youth. Finally, the Fund and union will also organize meetings at 100 healthcare facilities which employ over 10,000 workers in southeastern Pennsylvania and southern New Jersey represented by District 1199C to discuss new opportunities for career advancement and upskilling the workforce, including traditional classroom instruction, online learning opportunities, or earn and learn programs such as apprenticeships and on-the-job training.

DMG Mori Seiki USA

As a result of Upskill, over 450 people have received training, with about one in six already placed in higher-skilled, higher-paying roles as a result of the training. As a result of a shift in the business, DMG Mori has increased its hiring across the US, along with required training. DMG continues to work on its educational benefits program and is in the process of working to develop a registered apprenticeship program.

The Dow Chemical Company

The Dow Chemical Company continues its commitment to the Advanced Manufacturing Partnership 2.0, leading the way in the use of apprenticeships to build the workforce of the future. As part of their commitment to serve as an Apprenticeship USA Leader, Dow will leverage their connections with local colleges to develop an industry leading curriculum for its Apprenticeship Program. They will also expand their outreach efforts to include job fairs and information sessions with local high schools in multiple cities and states. Dow will offer its three-year Apprenticeship Program to candidates who, upon completion, will receive an Associate's Degree and have an opportunity for full-time employment with Dow. Dow has also committed to share best practices and anticipates participating in proposed Apprenticeship Week events.

EcoMize USA

In 2015, EcoMize USA will, for the first time, provide all employees full reimbursement for career relevant formal higher education and career skills training and will encourage them to leverage these benefits to continue their education while working. Furthermore, to develop a vibrant workforce to enhance its competitive edge in the marketplace, it will sponsor a new HVAC Apprenticeship program and develop an Electrician Apprenticeship program. This will equip workers with the additional skills that they need to advance into well-paying, in-demand jobs.

EJ Ajax

Due to its upskilling commitment, EJ Ajax has employed and trained 15 new employees, including 5 veterans, 3 more first generation Americans and several single parents. The company continues to expend over 5.5 percent of our payroll on workforce initiatives, such as three fast track sector trying programs in local technical schools. Our four year registered apprenticeship programs are also helping our colleagues advance their careers and wages. As a result of our trainings, 10 percent of employees were internally promoted this year.

Ford

Ford, a committed Apprenticeship advocate, has agreed to be an ApprenticeshipUSA LEADER. Through its partnership with UAW, Ford will develop opportunities to promote the

Apprenticeship model as a high leverage method of satisfying needs for skilled workers and enhance their program through advances in technology and work practices. Ford also commits to share standards and practices, and populate existing apprenticeships over the next year. It will also participate in at least one National Kick-off meeting and up to two sector-based convenings over the next year.

Freedman Seating

Over the past year, Freedman Seating and the Jane Addams Resource Center (JARC) have expanded a program to train Press Brake Operators. Today, there 2 graduates who were hired as press brake operators. Freedman Seating commits to working with JARC for any recruitment needs, as well as continuing with classes and placing graduates of their programs with other employers.

Gap Inc.

Since the April Summit, Gap Inc. has focused efforts in two areas: (1) This Way Ahead, Gap Inc.'s store internship program for 16-24 year olds who face barriers to employment, has expanded to 12 cities. Through this program, youth receive job training provided by a local nonprofit, then participate in a ten-week paid internship. To date, four in every five participants have received offers for ongoing employment. (2) Old Navy and LearnUp, is an effort that provides free, virtual job training. Applicants can access role-specific modules, such as "How to Sell as a Brand Associate," to better prepare job seekers for potential interviews. The program also offers job coaching from interview tips to outfit suggestions. Finally, LearnUp facilitates an interview time for the applicant, taking out the guesswork and potential frustration of never hearing back.

General Motors

General Motors has committed, through partnerships with United Auto Workers (UAW) and the International Association of Machinists (IAM), to add 38 Apprentices in the first quarter of 2015, and by Summer 2015, provide advanced Apprenticeship training to 40 displaced journeyman tradesmen to prepare them for careers in a new trade. GM has also committed to share its best practices with the DOL for replication. Additionally, GM leadership will participate in a National Apprenticeship Week event and conduct continued outreach to its stakeholders to promote the expanded use of Apprenticeship in the manufacturing and auto supplies industries.

Genesis HealthCare

Thanks in part to their Upskill commitment, Genesis HealthCare was the recipient of the 2015 CareerSTAT "Frontline Health Care Worker Champion" Award and has met with other national emerging health care providers to share best practices on employee development. To continue developing competencies of culinary frontline staff, Genesis HealthCare identified and trained frontline workers on core competencies for culinary arts that could ultimately prepare them for Executive Chef and Director Dining Services positions. As part of their expansion plan, Genesis HealthCare has trained over 163 Certified Nursing Assistants in Maryland, New Jersey, and Pennsylvania over the past year, all of whom have achieved State certification and higher pay as a result.

Glassdoor

Glassdoor continues to prioritize the Upskill initiative. In the past year, Glassdoor made their On-the-Job Training Finder available for free to communities and organizations promoting apprenticeships or training. The US Department of Labor has integrated a version of the Glassdoor tool called the Apprenticeship Finder into its website to allow people to find opportunities to learn on the job. As part of its new “Certifications & Pledges” feature, Glassdoor has launched a number of certifications, including the Career Advancement badge. To date, over 1800 companies have used this tool to certify that they have Career Advancement programs to upskill their workers.

Global Partner Solutions, LLC

Since the Upskill America Summit, Global Partner Solutions, LLC has out-performed their original expectations, more than doubling the workforce and transitioning 50 percent of frontline employees to higher-level positions. In addition, 53 workers have received training, about half of which have already earned credentials. To help entry-level recent graduates attain engineering competencies, Global Partner Solutions has opened 4 new engineering business units. Through a module-specific apprenticeship program, employees who previously had only a technical certificate and no experience are now producing at the rate of a mid-level design engineer.

Goldman Sachs Foundation

Over the past year, Goldman Sachs and the Goldman Sachs Foundation have served over 400 businesses across all 50 states, D.C., and Puerto Rico through the 10,000 Small Businesses national blended learning program with a 96 percent completion rate. To date, 10,000 Small Businesses has reached over 6,100 small nationally. The program emphasizes the importance of on-the-job training to business success. According to a report compiled by Babson College, participant small business owners who reported providing their employees on-the-job-training within 18 months of graduation, increased nearly 10 percent from those who reported doing so upon entering the program. Additionally, business owners who reported providing on the job training 18 months after graduation were slightly more likely to report revenue growth and job creation than 10,000 Small Businesses alumni.

Goodwill Industries

Goodwill Industries International, Inc. has enrolled 700 individuals, including nearly 400 incumbent workers in its Careers in Retail program since the August 2015 launch. To date, more than half have completed the training to prepare for advancement and promotions in customer service and retail management. Almost 170 trained individuals have earned new employment so far, with 81 entering middle-skill positions. Moving forward, Goodwill® will continue to provide upskilling services to incumbent workers and their employers to prepare frontline workers and their supervisors for career advancement in retail and adjacent industries such as hospitality. It will continue to explore new approaches to promote learning while earning, including the introduction of online courses and blended training delivery to better accommodate incumbent workers’ schedules.

The Greater Boston Hospitality Employers

In 2015, The Greater Boston Hospitality Employers (GBHE) labor management education fund will be increasing its investment in education and training this year. In March 2015, the 12 cents/hour/employee that employers pay into the education fund will increase to 14

cents/hour/employee. In addition, the partnership will roll out a new Room Attendant Apprenticeship Program, which will build on the success of the current Room Attendant Program (the return to society of which has been calculated at 673.66%). Additionally, BEST Corp. is pursuing an articulation agreement with a local community college to enable some of its classes to provide college credits.

Grifols

Thanks to the partnership between Grifols and College for America at Southern New Hampshire University, 120 employees have enrolled in coursework over the past year and an additional 17 have earned their degrees. Due to the success of the program, Grifols plans to continue covering 100 percent of tuition costs for employees enrolled in College for America courses.

H-CAP and H-CAP Education Association

Within 3 months of the 2015 Upskill Summit, H-CAP hosted a national meeting that brought over 150 healthcare employer, union, and stakeholder representatives to discuss workforce issues in healthcare, including speakers from the US Department of Labor and Department of Health and Human Services. H-CAP's board and network of workforce intermediaries also followed through on their commitment to train 110,000 workers in healthcare work opportunities. Moving forward, the organization is providing technical assistance to develop healthcare apprenticeships in New York, Pennsylvania, California, Illinois, Connecticut, and Massachusetts. To help build competency-based apprenticeships in healthcare, H-CAP is also working to research and develop methodologies for mapping competencies across multiple employers.

HCSC

Over the past year, HCSC has developed new educational partnerships in Illinois, Oklahoma and New Mexico, as well as with CAEL LearningCounts and StraighterLine. In addition, HCSC worked with DePaul University to establish a MS of Predictive Analytics cohort, which was launched in 2015. There are currently 10 HCSC employees in the program. HCSC continues to encourage employees to use tuition reimbursement programs, resulting in 1,794 employees using their educational benefits in the past year.

Helen Miller Member Education and Training Center

Helen Miller Member Education and Training Center (METC) is an SEIU-affiliated educational center that helps healthcare and child care workers in Illinois, Indiana, Missouri, and Kansas achieve educational, personal, and professional goals. METC will work with the local and state public workforce officials to develop a program to provide advanced training to frontline home care workers. An initial cohort of 50 home care aides will receive training, enabling them to better care for the increasing number of senior citizen clients living with chronic conditions. By training home care aides to provide advanced levels of care for these clients, the program will improve health care outcomes for clients, and reduce health costs from emergency care events. METC will also work to turn this pilot initiative into a registered apprenticeship program. Increasing the skill level of home care aids through advanced training will also help to prevent worker dislocation, enable workers to develop transferrable skill sets and, create a path for career advancement not previously available.

Hilton and AlliedBarton Security

Together, Hilton and Allied Barton Security are committed to train more than 200 apprentices, with a goal of serving up to 1200 apprentices over the next five years.

The Hinckley Company

The Hinckley Company partnered with the local community college in order to identify the foundational skills and training required for successful skilled employment in the boat building industry. These foundational skills and specific training plans were developed into a college degree program which also offers a woodworking industry certification. This effort not only assists with supplementing the need for workers in the regional boat building industry. It also encourages students to attend the community college who have interest in other industries in demand for skilled woodworkers. The aim is to continue to maintain a strong connection between industry and education in order to insure workforce training and certification remains aligned with advancing industries.

Home Builders Institute

Over the past year, HBI has formed an Executive Officer Advisory Council (EOAC) to prepare and share marketing materials on the HBI apprenticeship program opportunities to local Home Builder Associations. HBI also continues to run registered apprenticeship programs in Carpentry, Electrical, HVAC, and Facilities Maintenance.

Hospitality Training Academy

Over the course of the \$65 million dollar renovation of the Concourse Hotel at LAX, the Hospitality Training Academy (HTA), the City of Los Angeles' Workforce Development Board (WDB), Prism Hotel and Resorts and the Hyatt Hotels Corporation have partnered to upskill 162 UNITE HERE Local 11 workers. So far, these employees have taken over 60 classes inside the hotel on paid time, including coursework in culinary skills, customer service, English as a Second Language (ESL) and literacy. To build upon its upskilling expertise at the Los Angeles International Airport (LAX) and the Concourse Hotel, the HTA has expanded to provide similar trainings at two additional hotels, including ESL and basic computer skills training.

HR Policy Foundation

The HR Policy Foundation released its Talent Sustainability Report in conjunction with the White House Upskill America Summit to help shed light on how the rapid pace of innovation and transformation within large companies is affecting HR departments and changing their strategies to build and find the skilled workers they need to be competitive. The report looks at what Chief Human Resource Officers of large corporations say about recruiting, Millennials, Baby Boomers and, it also identifies future implications of today's talent attraction and management practices for students, jobseekers, educators, employers, and policy makers including implications around building the skills of current workers.

Hypertherm

Hypertherm, a U.S. based manufacturer of advanced plasma, laser, and waterjet cutting systems, and a current registered apprenticeship advocate, will expand its programs. Additionally, the company promotes the use of the Vermont HITEC model, which highlights the flexibility and credential based options Apprenticeships provide. Through its internally developed technical training institute, Hypertherm has sponsored and graduated 400+ CNC machine operator

apprentices to date. Hypertherm commits to expanding the program by adding up to 50 more apprentices this year, which will include a new Summer Institute for high school juniors and seniors.

IBEW Local Union 43

IBEW Local Union 43, a local affiliate of the International Brotherhood of Electrical Workers/AFL-CIO in Central New York, will offer opportunities to upskill frontline workers through multiple partnerships including a local inner city initiative with the Syracuse City School District, BOCES programs (Board of Cooperative Educational Services) and multiple pre-apprenticeship programs in eleven counties. The local Syracuse City School initiative focuses on enrolling high school students in soft skill pre-apprenticeship training and hands on electrical construction training in preparation for formal apprenticeship in the Electrical Construction Industry. This initiative is partnered with IBEW Local 43, Finger Lakes Chapter of NECA (National Electrical Contractors Association), Syracuse City School District, local community employers and Syracuse City Electrical Inspectors. Students will graduate with the skill sets to be successful electricians while earning CPR, First Aid and OSHA 10 certifications to allow immediate employment within the Central New York region.

IBM

This year, IBM has joined the team of ApprenticeshipUSA LEADERS, working to expand and promote apprenticeship programs. The company also participated in National Apprenticeship Week by expanding the Pathways in Early College High School Education schools to additional states and locations. P-TECH schools provide students an education aligned with job skills, mentors, and earn-while-they-learn opportunities to students. P-TECH schools now are underway in New York, Illinois, Connecticut, Rhode Island, Maryland, Colorado and Australia. Globally, IBM expanded its apprenticeship programs to provide an additional training opportunity for students leaving secondary school. In the coming year, IBM will continue to work to expand apprenticeship in the US.

The Independent Electrical Contractors

Over the past year, the Independent Electrical Contractors (IEC) has established an established apprenticeship program, which has increased by 2,000 apprentices over the past year. Its online apprenticeship program has tripled over the past year and currently has 3,000 apprentices using the IEC online learning management system, created to enhance classroom experience and improve access for students in rural communities.

Institute for Career Development

In 2015, the Institute for Career Development trained 260 people in the Maintenance Electrical Prep classes and Maintenance Mechanical Prep classes. Nearly 6,500 Steelworker members enrolled in at least one of the available educational courses.

International Union of Painters and Allied Trades/International Finishing Trades Institute

The International Union of Painters and Allied Trades/International Finishing Trades Institute (IUPAT/FTI), has officially launched CORE (Community Organizing for Real Economics), their national outreach effort. The organization also continues to work to connect veterans and women with apprenticeship opportunities. Over the past year, all 36 veterans that signed up for their pre-apprenticeship program have graduated and have successfully transitioned into full-time

employment. Together with Job Corps, IUPAT/FTI has shown a 24% increase in registered apprenticeship placements over the previous year and a 19% increase in job-training match placements for IUPAT graduates overall, one in four of whom are women. Moving forward, IUPAT/FTI is committed to improving strategies to recruit more women into apprenticeship and high-paying careers in the finishing industries and will provide resources, direct linkages to community partner organizations, and “best practices” training to recruit and retain female apprentices.

IUPAT District Council 9

IUPAT District Council 9, a local affiliate of the International Union of Painters and Allied Trades in New York City, will build coalitions with several faith and community-based organizations to address the lack of affordable housing, and other income supports for frontline workers. This will be done by pushing for local hiring goals, apprenticeship slots for local hires, and local hires getting access to housing constructed through awarded contracts.

IUPAT District Council 11

IUPAT District Council 11, a local affiliate of the International Union of Painters and Allied Trades in Providence, Rhode Island and the Rhode Island Building and Construction Trades Council, which represents 10,000 construction workers in 16 unions, will direct frontline workers into the building trades, creating pathways to journeyman status.

IUPAT District Council 16

IUPAT District Council 16, a local affiliate of the International Union of Painters and Allied Trades in San Leandro, California, will work with multiple pre-apprenticeship programs, including but not limited to City Build, A Philip Randolph Institute – San Francisco, West Oakland Job Resource Center, Fresno, Madera, Kings, and Tulare County Building Trades, and Job Corps, to enroll frontline workers from underrepresented populations in these programs.

IUPAT District Council 21

IUPAT District Council 21, a local affiliate of the International Union of Painters and Allied Trades in Philadelphia, Pennsylvania, will upskill local high school students by enrolling them in a vocational intern program. The program will focus on preparing these students for formal apprenticeships through the Finishing Trades Institute of the Mid-Atlantic Region, which is associated with drywall finishing, glazing, painting, and paperhanging. Once the internship is completed, students will receive a certificate that will serve as recognized experience when applying to related apprenticeship programs. The program will also allow students to earn construction industry-recognized certifications in OSHA 10, Scaffold Erector Dismantler and First Aid/CPR. In the past, the program has achieved a 97 percent completion rate. The majority of those who participated in the program were students of color. Many received college credits and landed jobs in the building trades.

IUPAT District Council 82

IUPAT District Council 82, a local affiliate of the International Union of Painters and Allied Trades in Little Canada, Minnesota, will work with several community organizations, including Hmong American Partnership, Boy Scouts of America Northern Star Council, Urban Ventures, Girl Scouts of Minnesota, and Wisconsin River Valleys, to identify and train apprentices. They will work within the community to address general awareness of IUPAT trades, as well as

educational and language barriers that have kept potential workers from taking advantage of upskilling opportunities.

IUPAT District Council 88

IUPAT District Council 88, a local affiliate of the International Union of Painters and Allied Trades in Austin, Texas, will collaborate with a local career pathways program called Capital IDEA to enroll their program participants in the District Council's glaziers registered stars apprenticeship program. This is a four-year program will teach participants how to install metal frames for glass-like storefront or curtain walls, set glass, weld clips for curtain wall systems, and read blueprints. The program will help frontline workers move into an industry projected to grow and prepare them for a career with prospects for long-term employment and good wages.

Jostin Construction

Jostin Construction in partnership with Cincinnati's Partnership for a Competitive Workforce and several other community based organizations is developing a new apprenticeship program for small construction firms. This apprenticeship program will allow smaller firms to effectively develop the leaders of tomorrow for their companies even though they are unable to support a large, full blown apprenticeship. This work in conjunction with Jostin's existing On-the-Job-Training program will continue to create opportunity for employees to advance and receive higher wages.

Kaiser Permanente

Upskill continues to be a priority for Kaiser Permanente. Since the April Summit, 450 people are participating in the pilot Career Development portal. In addition, 48,000 workers have access to more resources through Kaiser Permanente's Ben Hudnall Memorial Trust, which now offers shorter-term certificate programs and non-clinical Associate Degrees. Finally, Kaiser Permanente has increased its tuition reimbursement benefit, ensuring that all of its 187,000 workers have greater access to educational courses including degree programs, licensure, certification courses and basic skills.

Keystone Development Partnership

Keystone Development Partnership (KDP) was created by the Pennsylvania AFL-CIO in 2006 to assist unions and employers in forming and sustaining labor-management training programs. Severe employee demand - driven by an aging workforce coupled with a lack of skilled applicants - is creating a "perfect storm" for employers in Pennsylvania's utilities industry. The percentage of line workers workforce expected to retire within the next five to ten years could approach 50 percent in some organizations. To address this challenge, KDP will facilitate a partnership among the following companies and unions: Duquesne Light, PPL, NRG Energy, First Energy, plus 18 National Electric Contractor Association (NECA) employers along with the IBEW and Utility Workers of America in electric generation and transmission, Pennsylvania American Water and the Utility Workers of America in water transmission, and UGI, Inc. and the IBEW in natural gas transmission. This industry partnership will develop training strategies so that frontline workers will receive customized training in order to move into positions being vacated by retiring workers. The occupations planned for apprenticeship opportunities by this partnership include electrical power-line installers and repairers, electricians, plumbers, pipefitters and steamfitters, and welders, cutters, solderers and brazers. As a result of training,

workers will also realize wage increases of \$5.00-7.00 per hour as they advance through the apprenticeship or career ladder.

M. Davis & Sons, Inc.

M. Davis & Sons remains committed to upskilling their employees using the gold standard of apprenticeship. In the past year, they have expanded their total apprenticeship programs to include ten different trades and have worked to maximize the number of apprentices in each trade up to the ratio ceiling. We have worked with the Associated Builders and Contractors to create new legislation in our state that would provide a tax credit for employing high school seniors in co-op positions. These seniors graduate and are able to test out of the first year of their apprenticeship giving them a jump start on their career in the trades. They have also worked with a group of contractors to put together a transitional plan for individuals who are coming out of prison and want to learn a trade. The first five of these individuals have been hired and are slotted to go into an apprenticeship program.

Max Daetwyler

Since last year, the Max Daetwyler Corporation has presented on their apprenticeship programs across the country to organizations including the Swiss Machine Tool Society, the Brookings Institution, Pathways to Prosperity Network, and the Linked Learning Alliance. As part of the expansion effort the Max Daetwyler Corporation supported 2 new apprenticeship programs in North Carolina and continues to promote awareness of apprenticeships.

McDonald's

Just this month, McDonald's announced that over 5,000 people have enrolled in their Archways to Opportunity program since it was created last year. To date, almost 900 people have graduated from the English Under the Arches program, 18 people have completed the high school program and received a high school diploma and more than 3,000 people are receiving tuition assistance for college classes. McDonald's will continue to promote and expand Archways to Opportunity, with a goal of reaching one person in every one of their 14,000 restaurants in 2016.

Memorial Sloan Kettering Cancer Center

This year, Memorial Sloan Kettering Cancer Center (MSK) expanded its 2015 talent management initiative to include all employees in the organization. The framework which was introduced to about 40% of employees in 2015 provides employees with a clear understanding of what differentiates success at each organizational level, as well as a common language that enhances developmental conversations and prepares employees to step into the next level of their careers. The framework is based on independent research data collected from employees in hundreds of companies around the world to determine what competencies are most strongly tied to success across different organizational levels. This commitment builds on several other initiatives that support the learning and advancement of employees at MSK, including a revamped learning curriculum with increased opportunities for frontline staff to enhance their skill and self-awareness through targeted development programs.

Mercy Hospital

Mercy Hospital is expanding access to high-quality basic skills and leadership training including through an expanded School at Work program that helps individuals increase math and reading skills, Visions program that provides tuition upfront for entry level workers in lower-wage

positions, and a Grow a Nurse program that has helped employees advance from roles in nutrition services, to nursing assistants and finally to LPM or RNs. These program will help thousands of front-line employees across the country advance in their careers.

Metaphase Technologies

Metaphase Technologies along with its sister company, LED Living Technology, has committed to a series of workforce-development priorities over the next year. These include: raising 20% of its current production line to management positions by 2016 (with increased salaries and opportunities for growth), selecting 20-30% of the current workforce for education at higher-level product lines, offering subsidized language software programs and classes to all employees, maintaining a 50% post-apprentice hiring frequency, maintaining full health care benefits for employees, renewing its funding for the Wounded Hero Project, and maintaining entry-level wages that are well above minimum wage. Metaphase technicians experience approximately 1,500 hours of training per year in upSkilling. All participants in apprenticeship programs are paid above minimum wage and are given a minimum of 500 hours of training, with the remaining hours made up of hands-on experience.

Midwest Underground Technology, Inc. and American Tower

In 2015, Midwest Underground Technology, Inc. (MUTI), a Sabre company, has committed to serve as an ApprenticeshipUSA Leader. MUTI is supporting a coalition of more than 15 telecommunications companies, to launch a first-of-its-kind apprenticeship program for the telecommunications industry. Through the Telecommunications Industry Registered Apprenticeship Program (TIRAP), launched as part of their upskill commitment, the coalition commits to hiring 3,500 Tower Technician apprentices over five years to improve industry safety. The program will serve both new and incumbent Telecommunication Technicians and offer strong safety and quality components coupled with high-level training. The TIRAP program will create career pathways and continuing education for Tower Technicians who, upon completion, will earn an apprenticeship credential from the U.S. Department of Labor.

Milwaukee Building and Construction Trades Council

Milwaukee Building and Construction Trades Council has partnered with local unions to train 200 workers in Milwaukee and recommends them to over 60 contractors for career pathways. All 200 are earning higher wages and are currently contributing to a \$500 million construction project in Milwaukee and other area projects.

Monogram Foods

Monogram Foods of Memphis, TN has made training available focusing specifically on its maintenance, quality assurance, safety and machine operators skills and competencies via internal training as furthering partnerships Technical and Community Colleges like Patrick Henry Community College in VA, Minnesota Western Tech CC in MN, and Ivy Tech and Harrison College in IN. The company plans to continue to improve on their Upskill training and expand into two new states: Wisconsin and Massachusetts.

MTU America

Through their apprenticeship program, MTU America is now an ApprenticeshipUSA LEADER, helping students pursue careers in industrial manufacturing. Since the program began in 2012, 8 school students have completed MTU America's apprenticeship program. Six of the eight

students have received dual certification from the US DOL and German Chamber of Commerce for successfully completing the certification process. Three of the students are in higher-paying roles as a result and four are pursuing college degrees.

Nestle

Nestle is committed to launch new apprenticeship programs at its locations in the U.S., building on the company's extensive experience with apprenticeship programs in Switzerland.

New Jersey Health Care Talent Network

New Jersey Health Care Talent Network (NJHCTN) continues to work with Rutgers University to engage hospitals and homecare agencies in New Jersey in upskilling. Over the past year, NJHCTN has worked to create pathways for employees. NJHCTN currently has 15 apprentices and has trained 150 people through upskilling training, all of whom have now been promoted.

NIMS

NIMS has continued to be a leader in apprenticeships in the precision manufacturing industry, developing and disseminating Apprenticeship Blueprints to 350 companies to help them expedite the implementation of their own customized apprenticeships. NIMS has also successfully issued 1,235 credentials in participants in their Apprenticeship programs. Due to their expansive network, NIMS has been able to fill 174 positions with these programs.

North Carolina's Research Triangle

In 2015, a coalition of employers in North Carolina's Triangle Region around Raleigh made a new commitment to become an Apprenticeship LEADER and expand apprenticeships throughout the Region. NCTAP, led by companies like Buhler Aeroglide, Superior Tooling, Schunk, GlaxoSmithKline and other employers and partners, initiated the program and have expanded from 2 counties to 8 counties. Their example is now leading to the creation of similar programs in a larger region in central and eastern North Carolina.

North Sunflower Medical Center

The North Sunflower Medical Center (NSMC), in conjunction with Mississippi Nurses Association started a series of Nursing Leadership Courses with help from a grant by The Robert Woods Johnson Foundation. NSMC also started a series internally for all nursing personnel on customer service and leadership skills. NSMC also started a project for Certified Nursing Assistants concerning retention and advancing their skills through additional education offered by NSMC and area colleges. NSMC continues to work with the Mississippi Nurses Association, the Office of Nursing Workforce Development, the local junior college (Mississippi Delta Community College) and Delta State University School of Nursing to develop both Certified Nursing Assistant training and Nursing training opportunities for Registered Nurses and Licensed Practical Nurses.

Northwestern Memorial HealthCare

In September 2014, Northwestern Memorial HealthCare doubled its workforce from 10,000 to nearly 20,000 employees with the merger with Cadence Health. In 2015, NMHC will create a premier integrated academic health system that will serve a broad community and bring the best in medicine to the community and best in workforce practices to the nearly 10,000 additional health system employees. Expansion will include all offerings through the NM Academy, the 4

NM Clinical Schools and the host of pipeline programs from nursing students to medical assistants.

Norton Healthcare

Over the past year, the Norton Healthcare Norton Scholar program has provided upfront financial support to approximately 750 students, more than half of whom are frontline employees. In addition to providing financial support to students, career coaches held over 1,300 coaching sessions with both current and future employees. Of the nearly 300 graduates who received financial assistance in 2015, 64 percent have already advanced to higher-skilled, higher-paying positions.

Oberg Industries

In 2015, Oberg Industries expanded its existing apprenticeships programs such as CNC Operators, Toolmakers, and CA Designers by 20%. Throughout the year, Oberg has promoted apprenticeship in high schools, college, trade, industries, and to the general public in the Western Pennsylvania area by hosting open houses and participating in local, state, regional, and / or national outreach campaigns (e.g., the National Apprenticeship week).

Optimax Systems, Inc.

Over the past year, Optimax Systems, Inc. has trained over 250 employees for a total of 17,000 hours of training. As a result of the training and apprenticeship programs, Optimax promoted more than 5 employees. In an effort to continue developing career path strategies for their employees, Optimax is in the process of starting their first 3-year Precision Optics Manufacturing Apprentice program in May 2016. It has also created a registered apprenticeship program to address the strategy for workforce development and 21st century precision optics manufacturing technicians that can enable customer success and continued organizational growth.

Orange Research, Inc.

The company had committed to setting aside 1,000 working hours for intentional skill improvement efforts during 2015. Not only did it achieve this target, but it also accomplished 2,415 hours of training for the year. As a result of UpSkill, 100% of the workforce received some form of training and/or education, 9% of which received certificates and 15.5% of its workforce are now in higher-skilled, higher paying roles as a result of its commitment to training and education.

Owens-Illinois

Over the past year, Owens-Illinois started a new mentoring program pairing frontline employees with retirement-eligible peers to strengthen their on-the-job training program in order to effectively equip participating employees with the skills they need to advance and succeed in hourly and salaried positions. This program has allowed employees to be better prepared for higher pay and promotional opportunities.

Partners HealthCare

Since the Upskill initiative, over 300 individuals have been enrolled in an online, competency-based degree programs (including certificate, AA and BA degrees) through the College for America partnership, with more than 150 new enrollees from May 2015 to April 2016.

Participants have reported taking on expanded responsibilities and projects in their current roles, while managers have reported skill improvements resulting in higher competence and confidence, resulting in their ability to assign more difficult tasks.

PepsiCo

Over the past year, PepsiCo has strengthened its existing program to develop frontline employees to advance into supervisory and managerial positions. PepsiCo has also standardized the development and promotion of associates into entry-level management positions. As part of its efforts, PepsiCo has focused on performance indicators tracking new promoted supervisors Manage Quality scores (MQPI), and has made progress towards hitting their overall target of a 20 percent improvement, as well as progress towards an overall 20 percent reduction in involuntary turnover rate.

PG&E

PG&E continues to ensure that all workers at all levels receive the education and opportunities they need to grow their careers over time. Recent examples of PG&E's commitment to Upskill include: (1) for "1,000 Careers Project," PG&E hired about 225 veterans in 2015, hitting 25 percent of the goal to hire 1,000 veterans into PG&E over the next seven years; (2) for PowerPathway, PG&E's flagship energy training program, the company has included cohorts for active military personnel and a direct-hire class for veterans; (3) Employee Resource Groups awarded over \$400,000 in scholarships to almost 200 students in 2015, primarily from employee donations, and the PG&E-funded scholarship program awarded ten STEM scholarships of up to \$20,000 per year for up to five years; and (4) through PG&E Academy, PG&E has delivered over 50,000 student days of technical training.

Pharr-San Juan-Alamo ISD

In 2015, Pharr-San Juan-Alamo (PSJA) ISD partnered with South Texas College in the Moving Forward Initiative to increase its auxiliary and maintenance workforce's competency in the English language as well as their attainment of a high school equivalency degree. Eighty employees are participating and PSJA ISD has incurred the cost of teaching staff and facilities in order to offer its staff members free GED and ESL classes. PSJA ISD staff members with a High School degree are offered some college credit classes to complete an Associate's Degree and those with a two-year degree are offered classes to complete a Bachelor's Degree. Through this partnership with South Texas College, financial and degree advisement sessions are provided to staff regarding the re-enrollment process, including financial assistance and degree planning.

R&R Transportation

Since the Upskill Summit, R&R Transportation has continued to invest in upskilling their drivers. To expand their reach, R&R Transportation has partnered with Welfare Reform Liaison Project, Goodwill, and the Guilford County Workforce Development Board to start "The Triad Transportation Institute Guilford County. This program will train potential drivers on soft-skills, Global Logistics Associates (G.L.A.), and truck driving abilities, as well as training in logistics as a career. This public-private venture also includes agreements with Davidson County Community College (D.C.C.C.) and Guilford Technical Community College (G.T.C.C.) for support, including annual scholarships.

Richards Industries

This past year, Richards Industries continued their apprenticeship program through the local Cincinnati Manufacturing partnership, sending 3 new employees through the program. Thus far, 14 individuals have gone through the apprenticeship program, which trains machinists for full-time roles. This program has built upon Richards Industries' existing commitment to machinists offering off-site and on-site training during paid working hours, resulting in higher wages for their frontline employees.

SEIU Healthcare 1199 NW

SEIU Healthcare 1199 NW, a labor union representing nurses, healthcare and mental health workers throughout Washington State, will publicize regularly to its members the opportunities for career ladder advancement for which it has 90 percent degree and certification completion rates. In addition, the union will be bargaining this year to add an additional hospital to its training Fund which would cover an additional 250 service workers.

SEIU Healthcare 1199NW Multi Employer Training and Education Fund

Over the past year, the SEIU Healthcare 1199NW Multi Employer Training Fund successfully doubled the size of its basic skills training program, expanding its 10-week ESOL and basic computer courses offered on-site at the workplace. The Training Fund also welcomed a new employer to the partnership, expanding its eligible membership to approximately 11,000 workers state-wide. More than 750 individuals received support last year to return to school through the Training Fund's tuition assistance program and the partnership launched two new targeted programs: the first for adult learners who are working parents of young children, provides access to childcare, transportation and shelter/food support to help parents complete their healthcare training programs; and the other, targeted toward workers who are in school, provides a supplemental wage stipend.

SEIU Healthcare NW Training Partnership

The Washington state-based SEIU 775 Benefits Group (formerly the SEIU Healthcare NW Training Partnership) has launched the Advanced Home Care Aide apprenticeship with the State of Washington and SEIU 775, seeking to reduce avoidable ER and hospitalization in the high-risk home care population by training 1,500 workers over the next 12 months. The Benefits Group is working with academic institutions and public agencies to evaluate the program's impact on cost of care, and expects to grow the number of participants to 3,000+ based on these findings. The Benefits Group is also pioneering the use of technology to serve its diverse worker population. In partnership with Xenos and SkillUp Washington, it has launched a program that leverages an online, game-based, immersive English acquisition platform to provide better care while offering support to English Language Learners.

SEIU Healthcare PA Training and Education Fund

SEIU Healthcare PA Training and Education Fund is a negotiated benefit of SEIU Healthcare Pennsylvania, a union with 25,000 members from all areas of the health care industry. The Fund will make entry level certification for medical assistant and coding available to full-time nursing home care workers. Certification classes will take place at the Fund's facilities and reach 65 existing and new employees. The Fund will also expand computer literacy training, cohort training, and add a skills enhancement class for housekeeping, laundry and maintenance workers. Computer literacy trainings will be geared towards low-skill workers, especially older housekeepers. Cohort

trainings will organize workers as a group to take classes. This improves retention rates because the workers can form personal connections with each other. The skills enhancement class will cover topics like infections control, OSHA communication skills, reducing toxic chemicals and waste, self-care and literacy. As a result of these trainings, workers will understand how important they are to patients and how to do their jobs better.

SEIU and AFSCME

Over the past year, SEIU and AFSME pioneered a new Medical Coder Apprenticeship and launched its first class of nine healthcare workers with Kaiser Permanente. This is the first Medical Coder apprenticeship in the state of California to be registered with the CA Division of Apprenticeship Standards, and the partnership is now pursuing Federal Registration.

SEIU Local 1 Training Center

Since the Upskill Summit, the SEIU Local 1 Training Center has issued over 1,250 certificates to more than 900 students—both record numbers. An estimated 275 students have been promoted to higher-skilled, higher-paying jobs. Furthermore, the Training Center in Chicago now plans to update the computer training lab even further, by adding hands-on training equipment for their apprentices.

SEIU United Healthcare Workers (UHW)-West and Joint Employer Education Fund

Due to the SEIU-UHW West & Joint Employer Education Fund's commitment to upskilling, more than 3,800 healthcare workers completed technology-based education programs in 2015. Using internet and cell phone technology, students completed about 23,000 courses to gain a wide range of skills. SEIU-UHW West & Joint Employer Education Fund has also partnered with nationally-recognized education providers such as CE Direct, Skillsoft, Rosetta Stone, Mayo Clinic, and Cell Ed to offer a variety of training, including computer skills, ESL, and cross training in diagnostic imaging. In addition to cellphone-based ESL courses and expanded online CE courses, in 2016, the Fund will also develop a cutting-edge adaptive online learning system to increase workers' digital fluency, both generally and in the healthcare environment.

SEIU United Long Term Care Workers

SEIU United Long Term Care Workers (ULTCW), a local SEIU affiliate representing 80,000 in-home care providers, assisted living, and nursing home workers throughout California, will promote the training curriculum available through the California Long-Term Care Education Center (CLTCEC) to its membership. Through the Nursing Home Training and Trust Fund, ULTCW will expand basic computer classes, GED testing, and re-certification for food handling for members working in nursing homes. ULTCW will also work with managed care organizations, other labor unions, and various state agencies and departments to share best practices for upskilling home care workers in the state.

Starwood

Starwood Hotels & Resorts Worldwide, Inc. has expanded and enhanced its existing Associate Development Program (ADP) that has already graduated more than 800 associates in North America. Over the past year, it has also enhanced its Associate Development Program through greater exposure and training for job growth opportunities, graduating 100 ADP participants in 2015, and rolling out the expanded program to its entire North America portfolio of more than 500

owned, managed and franchise properties. As part of the expanded program, Starwood has tracked hotel participation, graduation rates, and career progression of participants following graduation.

Siemens

To upskill its existing welding workforce and also bring in new welders, Siemens Rail business in Sacramento formed academic and industry partnerships including an apprenticeship and skilled trades development program. In addition to these initiatives, Siemens has partnered with the community colleges to develop the schools' welding curriculum and align it with industry-leading requirements. Siemens is working with the Sacramento Employment and Training Agency (SETA) on their 16-week welding boot camp. Last month, SETA kicked off a veterans' focused session at Cosumnes River College with 25 participants that will graduate around early April, over 75 percent of whom are now being considered for full-time welding positions at Siemens. With these workforce development programs, Siemens has improved its welder certification success rate from 20-30 percent to 75 percent of eligible candidates. Additionally, Siemens Power Generation business in Charlotte is currently participating in a study being conducted by the Department of Commerce on the return on investing in apprenticeship programs. The research team was recently hosted on-site at the manufacturing facility and currently we are in the process of gathering the data on the Siemens Mechatronics and machining focused apprenticeship program.

The State of New Hampshire's Division of Personnel

The State of New Hampshire's Division of Personnel is upskilling its workforce of over 10,000 state employees by offering a range of training programs, including a Certified Public Manager program that partners with several area colleges and universities.

Stober Drives, Inc.

Stober Drives, Inc. has continued to develop apprenticeships for non-traditional apprenticeship departments such as accounting, customer service, and marketing. As a next step, SDI is working to standardize curriculum, competence, and testing across their apprenticeships. The company is also considering adjustments to the curriculum to meet national and international standards so that SDI graduates will have opportunities across the globe.

Tesla Motors

Tesla Motors continues to work toward development of their apprenticeship program and has plans to officially launch within the next couple of years.

TMC Transportation

TMC Transportation has trained over 1,000 people over the past year, over half of whom have been promoted. With regard to veteran recruitment, the company exceeded their initial goal, with veterans representing over 40 percent of apprentices. To continue veteran outreach and hiring, TMC Transportation has added staff to focus on veteran recruitment and career pathways.

Time Warner Cable

Over the past year, Time Warner Cable has expanded its innovative Broadband Technician Apprenticeship program – one of the largest apprenticeship programs in North Carolina – to Texas, Missouri and Nebraska. More than 600 additional technicians have joined the program in the participating states since June of last year. Time Warner Cable has also participated in National

Apprenticeship Week activities. This year, Time Warner Cable held a graduation ceremony during National Apprenticeship Week recognizing all of the technicians who had completed the program during the 3rd quarter in the Raleigh, NC area.

UAW

UAW has committed to continuing its leadership in expanding, creating, and promoting Apprenticeship programs to its over 410,000 members and over 750 local unions. UAW's efforts include engaging all of their partner companies to create over 50 new programs in a wide range of occupations in industries ranging from auto manufacturing, aerospace manufacturing, military equipment manufacturing, and healthcare. UAW's expansion efforts cover regions across the U.S. and include partners such as Ford, General Motors, Chrysler, John Deere, blue Cross, Blue Shield, and many more.

UNITE HERE Local 23 Training Fund

UNITE HERE Local 23's training fund, STEP, is in process of putting together its program with its community collaborators. As a newly established training fund, UNITE HERE Local 23 is launching its pilot culinary upskilling for Local 23 members working in food service this summer.

UNITE-LA

Following up on their report released at last year's Summit, UNITE-LA continues to promote upskilling workers to middle class jobs. UNITE-LA also partnered with JPMorgan Chase to host the release of their Los Angeles New Skills at Work report which I have also attached as a resource to support this effort.

United Home Care Workers of Pennsylvania

United Home Care Workers of Pennsylvania, a partnership of SEIU Healthcare Pennsylvania and the National Union of Hospital and Healthcare Employees, AFSME, AFL-CIO, will develop an advanced home care apprenticeship program to support the training of 60 United Homecare Workers of Pennsylvania over 2 years and 150 workers over 5 years. Specific training objectives include improving consumer and worker job satisfaction, providing participants with Home Health Aide, CPR and First Aide certifications, increasing knowledge through a standardized training curriculum, providing hourly wage increases for workers who complete the training program, and retaining workers one year after training.

UPS

UPS is adding 2,000 new apprentices, including drivers and apprentices in new programs like IT and operations by 2018, building on UPS' longstanding commitment to apprenticeships and its historic partnership with the Teamsters.

UnityPoint Health

To date, UnityPoint Health has directly placed 20 Rehabilitation clients into its organization, 8 of which were hired in 2015 and 3 in 2016. UnityPoint continues to offer support services such as tuition assistance, free public transportation, talent retreats, and career coaching to workers. The current SEARCH placement rate is currently 83%.

Universal Woods, Inc.

Universal Woods, Inc continues its extensive program of on-site college-accredited classes and on-the-job learning, offering training to 100 percent of its workers this year. More than 10 percent of the manufacturer's frontline workers also participate in college studies with tuition, books and fees paid, in advance, by the manufacturer. Universal Woods will also inaugurate a registered apprentice program in 2016 focusing on maintenance skills. This program builds on an informal maintenance apprentice program operated by the company since 2015.

The University of Pennsylvania Health System

Since they made their Upskill commitment, the University of Pennsylvania Health System has enrolled 43 employees in the College for America at Southern New Hampshire University.

Urban Health Plan

In 2016, and since Upskill, about 550 individuals have received training as a result of the Urban Health Plan commitment. As part of their upskilling practices, Urban Health Plan has provided on-the-job work experience to interns and AmeriCorps workers. Additionally, over 150 frontline staff have participated in personal development classes, including health support, healthy cooking, parenting, fitness, and financial wellness. UHP continues to provide tuition assistance directly to staff and collaborates with local community colleges for free certificate granting programs. It now has a Learning Management System, with an eLearning integrated platform.

Volkswagen

Volkswagen has trained over 100 individuals in the past year, about half of whom have received credentials. By 2017, Volkswagen Chattanooga plans to offer opportunities to automotive suppliers in the Chattanooga area to participate in their dual vocational training or other training programs.

Western Association of Food Chains

This month, the Western Association of Food Chains (WAFC) revised their strategic plan to engage every partner company in their goal to significantly increase the number of incumbent workers enrolled in, and completing the Retail Management Certificate. The plan outlines goals for each partner company and action steps designed to help WAFC achieve a collective goal of 2200 workers enrolled, and 1600 graduates, by the end of 2016. More broadly, WAFC has partnered with national associations such as the Food Marketing Institute (FMI) and National Grocers Association (NGA) to increase awareness of and enrollment in the Retail Management Certificate over the past year. In June 2016, FMI and WAFC look forward to hosting the first, nationwide Retail Management Certificate Summit intended to introduce the curriculum to the broader retail sector.

Worker Education & Resource Center

The Worker Education & Resource Center (WERC) has developed and is offering a work-based educational program for un/underemployed individuals to receive training in the healthcare sector, primarily as Community Healthcare Workers to serve the newly covered residents of Los Angeles County as a result of the Patient Protection and Affordable Care Act. The Worker Education & Resource Center is also announcing two new developments as a part of its commitment to upskill: (1) a registered Community Health Worker Apprenticeship program in partnership with private non-profit community clinics, and (2) a training program for 25 additional Community Health

Workers who will be employed by the County of Los Angeles Department of Health Services in correctional health services, primary care clinics, or hospital discharge. WERC continues with preparing approximately 8,000 healthcare workers per year in skills to improve the patient experience: navigation and coverage options in the safety net healthcare system, improving customer service, and shifting to a team-based approach to the healthcare delivery – to improve cultural competency and productivity.

WRTP/BIG STEP

WRTP/BIG STEP has integrated web-based and distance learning platforms in its industrial manufacturing training programs. In addition, WRTP/BIG STEP has released a report on how industry partnerships can link underrepresented groups to career pathways and family sustaining jobs, which can be found here: <http://www.wrtp.org/wp-content/uploads/2016/04/NNSP-Industry-Led-Worker-Centered-Community-Focused.pdf>

Wyoming Machine, Inc.

Wyoming Machine, Inc. has upskilled several employees as part of their new effort to open up higher-wage opportunities to workers from nontraditional backgrounds. Over the past year, Wyoming Machine continues to offer flexible scheduling for one in twenty workers who are enrolled in school.

Xerox

Xerox continues to prioritize upskill through its online learning offering, Learning@Xerox, which provides thousands of career development resources to its workforce. As a result of their expansion in mobile learning, workers are able to better access and learn at their own pace and participate in workforce knowledge sharing.

Zurich North America

Zurich North America is now in their first year of the new apprenticeship program that they created for the insurance industry and plans to graduate their first cohort of 24 apprentices within the next two years. Zurich North America is also continuing to partner with local organizations and companies on their upskill initiative, including a recent partnership with Aon to expand the Chicagoland Apprenticeship programs for the financial sector. Moving forward, Zurich will continue to seek opportunities to expand their program into other areas within the business.

1199SEIU Home Care Industry Education Fund

1199SEIU Home Care Industry Education Fund (formerly 1199SEIU Bill Michelson Home Care Education Fund), a labor-management partnership between the 1199SEIU United Healthcare Workers East and New York City home care employers, will expand access to job-relevant, college-level and English as Second Language (ESL) learning for thousands of workers in 2015 through a number of new initiatives. The Fund will partner with contributing home care employers, managed long-term care providers and managed care organizations to design programs that reduce hospital readmissions and health care costs by training over 2,500 workers in the areas of workplace skills, allied health certifications, and college-level training. Utilizing employer contributions and grant funds, the Fund will also provide stipends to support 1,000 workers' success in these training programs in 2015. Finally, the Fund is expanding access to English language learning and citizenship programs increasing the annual number served from 1,750 to 5,000 workers annually by the end of 2016. This includes the April 2015 launch of a

contextualized ESL bridge program, in partnership with the New York City Department of Small Business Services and the New York Alliance for Careers in Healthcare (an initiative of the Workforce Development Corporation), for 70 home care job seekers in New York City to address the need for bi-lingual certified home health aides.

1199SEIU League Training & Upgrading Fund

Since last year's Upskill Summit, the 1199 SEIU League Training & Upgrading Fund has connected 18,000 members in 2015 to upskilling opportunities through education and training information fairs, on-site visits to employers, newsletters and email blasts, tabling at health facilities and union meetings. Frontline healthcare workers were connected to a range of services including adult basic education and allied health degree programs. With regard to training healthcare workers, the organization has been working in partnership with the National Center for Health Care Apprenticeships to register two new apprenticeships at the national level for community health workers and medical coders, for which six employers (including two major hospital systems) have already signed on.

1199SEIU Training & Upgrading Fund-Massachusetts

1199SEIU Training & Upgrading Fund-Massachusetts will promote training and skill development opportunities to a pool of 44,000 health care workers in the Commonwealth of Massachusetts covered by the Fund. The Fund will employ a number of strategies to upskill frontline workers. It will utilize online and distance learning to connect and support adult learners with opportunities to build on their foundation skills and enroll in post-secondary programs. For working students who are required to complete clinical placements as part of their post-secondary degree or certificate programs but face conflicts with their working schedules, the labor management partnerships and employers will work together to arrange for some of these workers to get paid time off.

1199 New England Training and Upgrading Fund

1199 New England Training and Upgrading Fund, which covers 29,000 health care workers in Connecticut and Rhode Island, will partner with Capital Community College (CCC) in Hartford, Connecticut to help members transition successfully into credit level college courses, without being required to take the Accuplacer, an exam that measures basic skills. The Training Fund will partner with CCC to design and implement a self-paced learning program that uses an on-line learning platform developed by Plato, a for-profit education company. The Training Fund has purchased a license from the company, and will work with college faculty and PLATO curriculum experts to align learning modules with the developmental level reading and writing courses at the college. This will ensure that members who complete these learning modules will place directly into credit level English courses at the college, and will not have to pay for any developmental educational courses out of pocket. This will save workers time and money. The goal is to have the curriculum completed by July 2015, so that thousands of 1199 members may begin using it in September 2015. The program will be held at the Training Fund's Hartford Learning Center, and will be staffed by Training Fund staff. Students who successfully complete the curricula will be placed directly into either English 101 or English 101P, based on the recommendations of Training Fund and college staff.

32BJ Thomas Shortman Training Fund

32BJ Thomas Shortman Training Fund (TSTF) will offer industry, academic and computer training to over 88,000 building service workers across 7 states and the District of Columbia, placing emphasis on entry level skills, specifically English language skills which make up over 75% of the training offered outside of New York State and about 40% of the training in the state. The training fund will also offer 18 online courses in topics ranging from an OSHA 30-Hour courses to Microsoft Office applications to a Tools of the Trade tutorial and is exploring mobile learning options as well using smartphones to deliver content for ESOL learners.